

BIENNIAL REPORT [1999-2001]

Construction

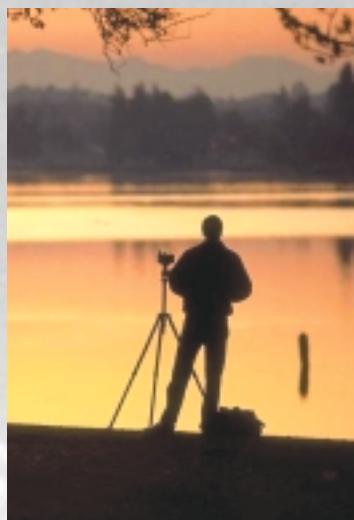


Roads



Water

Environment





COUNTY OF LOS ANGELES

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October 1, 2001

The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, CA 90012



Dear Supervisors:

COUNTY OF LOS ANGELES DEPARTMENT OF PUBLIC WORKS
1999-2001 BIENNIAL REPORT

Enclosed is the Department of Public Works' Biennial Report for the years 1999-2001. This report reviews our progress in managing the design, construction, operation, maintenance, and/or repair of roads, bridges, airports, capital projects, sewers, water supply, flood control and water conservation facilities, and regulatory and ministerial programs for the County and contract cities.

Public Works strives to ensure that we provide the most efficient, responsive, and cost-effective services to the public. During this biennium, the County introduced the Countywide Strategic Plan. This plan states the Vision and Mission of the County and sets five goals which will guide the way we conduct business in the future. To make the County Vision a reality, we are reviewing our current practices in the areas of service delivery, training, organizational effectiveness, efficiency, and children and families' well-being. We are developing Public Works' Strategic Plan which will follow the same goals. This will ensure that we continue to fulfill the County's mission of improving the quality of life in Los Angeles County. I am proud of the creativity and dedication displayed by my staff throughout our many programs which not only satisfy the goals of the plan, but have also been recognized and acknowledged by the community. Several of these programs are profiled in the "Overview" section of this report.

Public Works continues its role as a leader in the areas of traffic and transportation, solid and hazardous waste, and water management and conservation, all while managing \$1.8 billion in capital project planning, design, and construction. As we look ahead to the challenges of increased service demands and economic downturns, we remain committed to pursuing all opportunities to increase productivity and efficiency while emphasizing and providing the highest quality of service.

Respectfully submitted,

A handwritten signature in dark ink that reads "James A. Noyes".

JAMES A. NOYES
Director of Public Works

OVERVIEW

The County of Los Angeles Department of Public Works serves approximately 9.8 million residents in Los Angeles County, which covers an area of 4,083 square miles. The Department is responsible for designing, constructing, operating, and maintaining roads and highways, flood control and water conservation facilities, and water and sewer systems; operating airports; administering Proposition A public transit programs; managing capital projects for other County departments; meeting and monitoring environmental requirements; and providing general engineering and building regulation services for the unincorporated areas of the County. In addition, the Department provides services to many cities within the County on a contract basis.

On November 16, 1999, the Board of Supervisors unanimously adopted the Vision Statement and Goals for the County, providing its support and endorsement of our first-ever unified strategic direction. The Vision Statement (which reflects shared values and aspirations), our five Goals (Service Excellence, Workforce Excellence, Organizational Effectiveness, Fiscal Responsibility, and Children and Families' Well-Being), and strategies to accomplish them were jointly developed and pursued by the entire County family as a unified, collaborative organization, with input from the Board offices, executives, and staff from all departments.

Organizational Effectiveness was a major theme in 1999-2001, as we improved service delivery and efficiency in many of our operations. The most significant of these improvements was the streamlining of the Los Angeles Regional Uniform Building Code Program, which received the Grand Award from the Los Angeles

County Quality and Productivity Commission in 1999. Through this program, uniform technical amendments to the model building, electrical, mechanical, and plumbing codes were developed, standardizing the highly complex building permit process among the 89 separate County jurisdictions. As a result, the County has helped the \$5 billion/year construction industry avoid conflicting and duplicative regulatory costs that were previously passed on to local homeowners and businesses.



HEADQUARTERS BUILDING



GEOFOAM REMEDIATION OF HUME ROAD

Another major project completed that improved efficiency was the Los Angeles River Master Plan Digital Mapping which was implemented to facilitate development of a master plan for the Los Angeles River. This digital map was compiled from aerial photos and land parcel vector data and replaces the previous manual process of “cut and paste” paper drawing and data-gathering field trips. This planning tool electronically illustrates the geographic features and ownership right of the land along the 60-mile river, and provides a detailed view of the entire river as well as the Tujunga Wash. First year cost-avoidance savings were over \$500,000, with estimated ongoing annual savings of \$36,000. This project also received a Top Ten award from the Los Angeles County Quality and Productivity Commission in 2000.

The Geofoam Remediation Project is another example of Public Works’ quest for innovative, quick, and effective solutions to road failure or maintenance. Following the El Niño storms of 1997-1998, Hume Road in the Santa Monica Mountains was closed due to a 6,500-cubic-yard slide which occurred when saturation of the ground destabilized the slope. Generally accepted remedial measures were eliminated because the active slide was located within a much larger, currently dormant, United States Geological Survey-mapped landslide. Therefore, it was imperative that restoration efforts would not adversely affect the underlying landslide. Public Works chose Expanded Polystyrene, commonly known as “geofoam,” as a pilot program to replace the slide material. The use of geofoam blocks not only reestablished the road grade, it also minimized the weight on the dormant slide, which enhanced the overall site stability.

Public Works also plays a major leadership role in responding to large-scale emergencies, such as earthquakes, floods, wildfires, landslides, snowstorms, windstorms, hazardous materials spills, and widespread electrical outages. Emergency planning during the beginning of the biennium focused on the



EMERGENCY OPERATIONS CENTER TRAILER

transition from the 20th Century to the 21st, as we worked to anticipate any technological problems associated with the Year 2000 (Y2K). We took necessary measures to ensure all computer applications, hardware, and embedded computer chips were compliant by the new millennium. In addition, we prepared emergency contingency plans and staffed our Emergency Operations Center and each essential facility in order to ensure an effective response to the public and other city/county agencies should any Y2K-related problems occur. We continue to give emergency preparedness and planning the highest priority to ensure services can be provided to the public and others at all times.

Technology was further highlighted outside of Y2K, as the public's demand for web-based services increased sharply over the biennium. We met the challenge by providing a variety of services and information sites on the Internet, and the public's interest grew exponentially. Monthly hits to these sites were about 56,000 in 1999; by early 2001, levels were well over 600,000. Direct benefits were realized when our Simple Permits site (<http://ladpw.org/spats/public/index.cfm>), which allows customers to process Construction and Transportation Permits online, debuted in August 2000. Since then, utility and transportation companies have processed over 5,000 online permits, saving over \$50,000 for the customers and a similar amount for us. Future Internet and Intranet applications and sites are currently in various planning and design stages.

We also performed construction management in support of the various infrastructure construction programs under our purview. During the biennium, more than 475 construction contracts (associated with the construction and maintenance of roads, bridges, traffic signals, street lighting, airports, water systems, sewers, and flood control and water conservation facilities) totaling over \$285 million were awarded. Major

projects constructed under these programs included Hollyhills Drain, Units 5A and 6, a storm drain system in the Wilshire/West Hollywood area; the Atlantic Avenue at Telegraph Road "Mixmaster" grade separation structure and roadway widening improvements in the City of Commerce; the Valley Boulevard bridge over the San Gabriel River in Industry and South El Monte; the Alameda Street Phase II roadway reconstruction project in Carson; the Montellano Avenue slope stabilization project in Hacienda Heights; and a seismic retrofit project and valve replacement project at Big Dalton Dam.

Capital Projects continue to be both a high-profile and high-priority function for us. During this biennium, we managed over 150 capital projects for various County departments and agencies who contract with us for services. The planning, design, and construction of these projects during this period were valued at more than \$1.8 billion. In addition, we continued recovery of facilities damaged by the 1994 Northridge Earthquake. Of 737 earthquake projects, 325 were completed during the biennium, bringing the total completed to 661 at a cost of \$264 million.

Public Works employees are the key to providing quality services for both routine maintenance and improvement efforts as well as emergencies. We place a heavy emphasis on the health and safety of our employees and County residents and we continue to integrate safety training with an assertive early return to work program in order to increase productivity and reduce accidents and lost time. In compliance with new regulatory standards for ergonomics, we are committed to identifying operations that could be problem areas and educating our diverse work force on body mechanics and early identification of symptoms in order to prevent repetitive motion injury. In addition, our Safety Awards Program recognizes excellent work performance for safe drivers and arduous workers with no lost time due to industrial injuries.



Our employees were again recognized as top fundraisers for the March of Dimes WalkAmerica and Charitable Giving campaigns, and top American Red Cross blood-donors in 1999 and 2000. We also received a Patriotic Service Award from the United States Treasury Department raising the most amount of money through One-Time Savings Bonds purchases during the County's U.S. Savings Bond Campaign.

PUBLIC WORKS EMPLOYEES AT THE 2000 MARCH OF DIMES WALK

ROADS AND TRANSPORTATION

Public Works protects the County's investment in streets and highways through regular maintenance, improvement projects, and response to natural emergencies. Pavement patching, litter and debris removal, maintenance of dirt roads and bike paths, traffic signal maintenance, bridge maintenance, tree trimming, snow removal, curb painting, pavement striping and marking, and the maintenance of about 85,000 traffic signs all fall under regular maintenance.

We administer an extensive road construction program, including street widening, bridge construction, arterial street pavement rehabilitation, and traffic signal installations and upgrades. We also continue to make progress on the Bridge Seismic Retrofit Program. As the lead agency in the seismic retrofit of 290 non-State bridges within the County, our joint effort with consultants resulted in 214 projects completed or not requiring retrofit, 15 under construction, and 61 in the analysis and design phase. A strong emphasis is placed on the timely completion of high-quality and cost-effective bridge retrofit work. Additionally, a road rehabilitation section was added to our Internet website (<http://ladpw.org/RMD/Rrp/>) to inform the public of our current and scheduled road construction projects.

A significant development for us in 2000 was Governor Gray Davis' signing of AB 2928, the budget trailer bill for the transportation finance package. Included in the Bill is approximately \$1 billion that will be provided directly to cities and counties for preservation of the local roadway system. Of this amount, Public Works received approximately \$39 million in Fiscal Year 2000-2001 and will receive \$55 million over the next five fiscal years, allowing us to further implement roadway maintenance and rehabilitation projects. We had a head start in this area, as we reduced by 50 percent in 2000 the number of road pavements rated "poor" or "very poor" by expediting contract design and construction of road repair and rehabilitation.

The Alameda Corridor Program, one of our major road and transportation projects, will consolidate port-related train traffic onto a 20-mile-long high-capacity rail corridor from the rail yards near downtown Los Angeles to the Ports of Long Beach and Los Angeles along an alignment which primarily runs parallel to Alameda Street. We began construction on this Program and established a completion date of early 2002.



ALAMEDA CORRIDOR

During this period, we continued administration of various Ports Access Demonstration Projects. These projects, often misunderstood to be part of the Alameda Corridor, are adjacent to the Alameda Corridor Mid-Corridor project. We established a close working relationship with the Alameda Corridor Transportation Authority (ACTA) to facilitate completion of both projects. Construction of Alameda Street Phase II, consisting of roadway, storm drain, traffic signal, and street lighting improvements from the Route 405 (San Diego) freeway to Del Amo Boulevard, was completed. We also awarded contracts for the Del Amo Boulevard at Alameda Street and Alameda Street Phase III grade separation projects. The former project will construct a bridge over the ACTA and Union Pacific Railroad rights of way, thus eliminating delays due to the frequent



ROAD STRIPING

train crossings at this location. The latter project, the largest transportation project ever awarded by Public Works at over \$26 million, will construct a grade crossing under the ACTA and Union Pacific Railroad rights of way. This crossing, and the associated roadway realignment, will provide a continuous route along Alameda Street by linking the east and west barrels again without the delays associated with the numerous train crossings at this location. Upon completion of all three phases for the Alameda Street Project, rail traffic will transport goods from the Ports of Long Beach and Los Angeles to rail yards east of downtown Los Angeles. We have also reviewed submittals for the Alameda Corridor East Project that will allow transport of goods further eastward.

We are also responsible for traffic-flow design, traffic investigations and studies, and street lighting in the unincorporated areas and various contract cities within the County. With Southern California's dependence on automobiles, one highly visible function in this area is coordinating County and various city efforts toward relieving traffic congestion and improving traffic flow.

Toward this effort, we implemented more than 310 congestion mitigation projects, abating traffic congestion in the County under the State-mandated Congestion Management Program (CMP). We have played a leading role among the other 88 local jurisdictions in the County to bring regional traffic congestion under control through proactive efforts to maintain an effective CMP. In the fall of 1998, the County awarded a \$17 million contract to improve the five-legged, "Mixmaster" intersection (Atlantic Boulevard/Telegraph Road/Triggs Street/Ferguson Drive/Goodrich Boulevard) located in the City of Commerce. This project, completed in early 2001, achieved the goal of alleviating the serious traffic congestion that occurred in this area.

For many years, Public Works has been a leader in implementing a Countywide Traffic Signal Synchronization Program. During this biennial period, we completed synchronization on an additional 14 routes with 235 intersections and 41 projects with 854 intersections in the design or construction phases. The intent of this program is to develop an advanced Countywide transportation network capable of monitoring and controlling all traffic signals and linking city halls of participating jurisdictions to a Countywide Traffic Management Center.

ROADS AND TRANSPORTATION

This biennium also marked the initiation of a pilot project replacing incandescent red signal heads with energy-saving Light Emitting Diodes at 60 intersections within the County. In the first year, the energy savings were reported to be over a quarter of a million kilowatt hours, enough to operate 20 single-family homes for a year, with a cost savings of \$48,100 during the biennium. This project will be expanded to other areas throughout the County.

In addition, June 1999 marked a partnership with the California Highway Patrol implementing a 36-month photo "Red Light" pilot program to reduce the running of red lights at five intersections within the County's unincorporated area. To date, accident rates have been reduced at each of the photo enforcement locations.



"MIXMASTER" INTERSECTION

More than 100,000 streetlights are under our administration within 20 cities and unincorporated County areas. This biennium saw the completion of Phase I of the Street Lighting Geographic Information System (GIS) application where we transferred over 100,000 street lights from Computer Aided Design and Drafting (CADD) to GIS. The Street Lighting GIS application links graphically mapped street lights with tabular database information that shows street pole type, lamp type, lamp ownership, jurisdiction, file tracking numbers, lamp energized date, and other

pertinent data. The Street Lighting GIS application will be further enhanced during Phase II, which will overlay existing Lighting District boundary map information and interface County Assessor parcel level information and Auditor-Controller tax rate information. In addition, maintenance of the streetlights included a Steel Pole Repainting Program for the unincorporated County area, whereby approximately 9,000 steel poles were repainted. This program will be expanded to include the 20 cities under our administration or under contract with us, where approximately 9,300 steel poles will be targeted for repainting.

We also provide various public transportation services. At the direction of the Board of Supervisors, we provided fixed-route transit services for the general public in Palos Verdes, Willowbrook, and several unincorporated areas of the Santa Clarita and Antelope Valleys. During this period, the Antelope Valley Transit Authority increased its service by 32 percent. Construction of the permanent Vincent Grade/Acton Metrolink Station, which replaced the temporary station that was built after the 1994 Northridge earthquake, was completed in May 2000. This station provides residents of the City of Palmdale and the County unincorporated areas access to the Metrolink service on the Santa Clarita/Antelope Valley line. It gives commuters a daily alternative to driving to work, reduces traffic congestion on the Antelope Valley Freeway, improves the region's air quality, and promotes increased mobility.

A highlight of the biennium was our launch of the East Los Angeles Shuttle Service and initiation of the Los Nietos Shuttle Pilot Program. The East Los Angeles Shuttle Bus 'El Sol' was designed to serve residential, commercial, and small industrial areas in East Los Angeles that were previously not appropriately accessed by regional transit service. We created a unique design of routes that enables residents to take advantage of existing public services within their community with convenient connection to various regional bus and rail

FLOOD CONTROL AND WATER CONSERVATION

Public Works operates and maintains a complex system of flood control and water conservation facilities to address water issues for the region. This system includes 15 dams, 132 debris retention facilities, 24 retention/detention facilities, 178 debris-retaining inlets, 3 seawater barrier projects, 494 miles of channels, 2,616 miles of storm drains, 229 crib dams, 43 fire structures, 28 spreading grounds, 75 stream gaging stations, and 33 sediment placement sites. To manage these facilities more effectively and efficiently, we upgraded our computerized Maintenance Management System (MMS) to the latest version of the software and conducted Department-wide training on proper use.

In August 2000, we formed the new Watershed Management Division, a move that signaled a paradigm shift in the approach for alleviating flooding. Our mission is to integrate improved stormwater runoff quality, innovative water conservation, management of natural resources, and increased open space and landscaping while providing adequate flood protection to the County's residents. As the leader in planning and implementing watershed management in the County, we generated partnerships with various stakeholders to develop and implement management plans for each of the County's major river watersheds. These plans involve interested groups from municipalities, regulatory agencies, nonprofit organizations, ports representatives, resource agencies, and others. The goal is to establish sound, effective measures to protect and improve the waterways and watershed environment and its beneficial uses, while integrating a broad array of watershed interests, including flood protection, recreation, water quality, natural habitat, and water conservation.



SAN GABRIEL DAM VALVE

FLOOD CONTROL AND WATER CONSERVATION

In February 2001, we established a working group to create the Dominguez Channel Watershed Management Master Plan. We also coordinated with a number of other stakeholder groups to address various watershed issues including the Santa Monica Bay Restoration Project, Ballona Creek Watershed Task Force, the Los Angeles/San Gabriel Rivers Watershed Council, the Malibu Creek Watershed Committee, and the Topanga Creek Watershed Council.

We also partnered with a number of stakeholders to make Proposition 12 and 13 grant applications, and were successful in obtaining grants to develop watershed plans for Dominguez Channel and Ballona Creek, a diversion project in Manhattan Beach, Tujunga Wash Restoration, and trash monitoring in the Ballona Creek watershed. We also served as a partner on grants to develop watershed plans for Coyote Creek and the Upper San Gabriel River watersheds, and were also successful in receiving a grant from Cal Fed to support development of the Sun Valley Watershed Management Plan.

To further support our mission, we established a Division website (<http://ladpw.org/wmd/>) listing various watershed related stakeholders and grant information; completed Earth Day projects in 2000 and 2001 that provided landscaping enhancements along the Los Angeles River; installed pilot trash capturing devices in the Los Angeles and San Gabriel Rivers; and received Board approval of the Floodplain Management Plan. We also worked with consultants and stakeholders to look at concepts that would remove concrete and/or provide restoration and enhancements for the Arroyo Seco and Las Virgenes Creek and Dominguez Gap Spreading Grounds.

As the Principal Permittee under the Countywide National Pollutant Discharge Elimination System (NPDES) Permit, we took the lead in coordinating water quality programs for 84 cities in the County. These duties included implementing a comprehensive monitoring plan, a public outreach campaign, and a business site visit program for stormwater pollution prevention. We coordinated and transmitted data for over 20,000 stormwater inspections of businesses required during the five-year course of the NPDES Permit. We also compiled and transmitted data and paid for an additional 35,000 site visits which were performed by over 30 cities.

We took the lead in implementing extensive new treatment control requirements for new construction. These guidelines will require structural devices for pollution removal at most large-scale new construction throughout the County.

During the biennium, we continued implementing one of the most comprehensive watershed stormwater quality management monitoring program in the country. The monitoring program is designed to reduce storm runoff pollutants to the maximum extent practicable. The program includes monitoring of storm and dry weather flows from mass emission land-use and land-use-specific drainage areas, an illegal connection elimination program, and a critical source monitoring program. The list of constituents sampled is extensive, including metals, hydrocarbons, pesticides, solids, nutrients, semi-volatile organic, and selected minerals.

One of the reporting requirements of the monitoring program is to estimate the amount of pollutants loading into the Santa Monica Bay from some 1,500 square miles of unmonitored drainage areas. The integration of water quality, rainfall, and land-use data over space and time, and its compilation into a meaningful report to meet the terms of the NPDES Permit, required the use of a mathematical model applied in GIS. The application was developed through a joint agreement with the City of Los Angeles to utilize the City's GIS consultant. Use of this application reduces by over 95 percent the amount of staff time that would have to be spent annually to do the calculations manually.

FLOOD CONTROL AND WATER CONSERVATION

To better understand the scientific nature of stormwater, we collaborated with independent researchers and discharges on studies to monitor the impact of aerial pollutant deposition on water quality and to form a monitoring coalition to pool resources and funding to conduct additional research on water quality.

To meet the Phase II NPDES regulations deadline of 2003, we began working with the Lahontan Regional Water Quality Control Board and the Cities of Lancaster and Palmdale to begin the development of a Municipal Storm Water Permit for the Antelope Valley.

We also began negotiating the future 2001 NPDES Permit. New permit development entails review of our entire program and negotiating requirements with the Regional Water Quality Control Board while attempting to coordinate and address the concerns of 84 cities, several County departments, and the environmental community. Correspondence and meetings with stakeholders are required on a wide range of issues.

We also coordinated Department and Permittee responses to development of the Los Angeles River Trash Total Maximum Daily Load. We sponsored a series of meetings and development of a litter monitoring program. Through this involvement we resolved many of the cities' and environmental communities' concerns with the draft regulation.

We also constructed five "low flow diversion" projects. Collectively, these structures will remove over 100 gallons per minute of bacteria-laden residual flows from our storm drains and divert the water to sewage treatment plants. Before these projects were constructed, this polluted water exited onto the beaches during summer.

On September 7, 1999, the Board of Supervisors approved a motion to initiate the preparation of the San Gabriel River Master Plan. This Master Plan will be a consensus-based document that will address river issues and concerns in relation to recreation, habitat, and open space, for all stakeholders. These stakeholders include the cities adjacent to the river, environmental groups, regulatory agencies, and water agencies. During this biennium, we completed the information exchange process and the Goals and Objectives workshops on recreation, habitat, and open space. Once all of these goals and objectives are obtained, they will be used to create a "vision" which will be used to develop a scope of work to hire a consultant to further develop the Master Plan. A steering committee will guide this consultant during the development of the Master Plan into the next biennium.

As residential and commercial developments continue to expand in all areas of the County, we continue to accept new flood facilities constructed by private developers as part of our inventory. To handle increased peak workloads, we are contracting out more work as well as using alternative work crews for labor-intensive work. Fire Camp Crews, JAWS, PAAWS, and Work Crews are used to remove trash and clear weeds from our facilities. As-needed contracts for right of way clearing, pump plant sump clean out, subdrain



TOTAL MAXIMUM DAILY LOAD AT THE MOUTH OF THE LOS ANGELES RIVER

FLOOD CONTROL AND WATER CONSERVATION

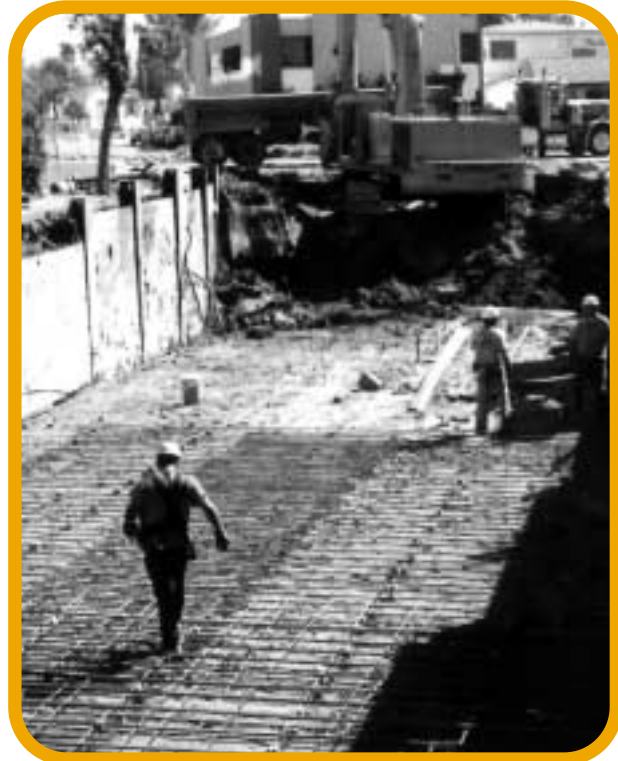
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cleaning, and graffiti removal are in place to give our Flood Maintenance crews more time to work on specialized jobs.

Effective and efficient maintenance of the flood control system, in a manner sensitive to environmental concerns and regulations, continues to present challenges. We continue to work with various regulatory agencies to develop and refine satisfactory procedures. Soft-bottom channels were cleared under the direction of a contract biologist to ensure compliance with regulatory permits. Clearing projects were also completed prior to the first major storms of each season allowing our facilities to handle the increased storm flows without major incident.

We continue our inspection of open channels and storm drain systems for illicit connections and/or illegal discharges. During this biennium, we investigated over 1,000 potentially illicit connections. Of this number, over 600 were removed and over 400 were permitted.

Design and construction continue on the Los Angeles County Drainage Area (LACDA) Project. When completed, the project will increase the 100-year flood capacity of the lower Los Angeles River and Rio Hondo Channel, alleviate inundation of an 82-square mile area, and prevent an estimated \$2.3 billion in flood damage. The project involves construction of 21 miles of parapet walls and raised levees, modifying 22 bridges, and other related work. Progress to date on the project includes modification of 17 bridges and the raising of 18 miles of levees.



HOLLYHILLS DRAIN

During this biennium, we were successful in securing \$6 million in Federal grants for the seismic safety modification projects at four dams (Big Tujunga, Santa Anita, Thompson Creek, and Big Dalton). We believe this is the first time such grants were approved by the Federal Emergency Management Agency for dam rehabilitation in the State of California. In January 2000, we completed permanent repairs at Pacoima Dam, which was severely shaken during the 1994 Northridge earthquake. The repairs restored stability of the left abutment by installing eight state-of-the-art high-strength steel anchors to a depth of 250 feet. Following this work, the State lifted the reservoir storage restriction imposed in 1994. A construction contract is currently underway to complete spillway modifications and a new control house and helipad at the dam. Completion of the construction project is anticipated to occur in early 2002.

In 1998, Public Works purchased a 207-acre parcel in Big Tujunga Wash for use as a mitigation bank to offset impacts from our flood control projects. In February 2000, the five-year Master Mitigation Plan for the Big Tujunga Wash Mitigation Bank Site was completed and approved by the regulatory agencies issuing the mitigation credits: the U.S. Army Corps of Engineers, U.S. Fish and Wildlife Service, the California Department

FLOOD CONTROL AND WATER CONSERVATION

of Fish and Game, and the California Regional Water Quality Control Board. Elements of the Master Plan include habitat restoration in the form of exotic species removal and replanting, creation of additional oak-sycamore woodland, trails establishment and signage, habitat success monitoring, and a community awareness program. Implementation of the Master Mitigation Plan commenced in April 2000. In August 2000, a Community Advisory Committee that includes local community groups was established and the Master Mitigation Plan project's first newsletter was distributed. The Community Advisory Committee continues to provide us with valuable assistance in implementation of the Master Mitigation Plan.

Additionally, more than 70 flood control/water conservation construction projects valued at \$105 million were initiated/awarded during this period. These include major projects of significant regional benefit, such as Greenflag Drain in the City of Redondo Beach; Hollyhills Drain, Units 6 and 8C, in the Cities of Los Angeles and West Hollywood; Project No. 9037, Unit 4, in the City of Long Beach; and Live Oak Springs Canyon Drain, Unit 1, in the City of Santa Clarita.



SWIFT WATER RESCUE TEAM

The Flood Control District owns and maintains flood control facilities which include several thousand miles of open reinforced concrete channels and underground storm drains, 15 major dams, and hundreds of debris basins. Many of these facilities have reached or are approaching the end of their estimated service life. Because of their essential functions and value in the billions of dollars, their preservation is of the utmost importance. A task force was

formed to evaluate the

structural integrity of these facilities and to identify and implement repair work as necessary. During this reporting period, we have initiated/awarded more than 20 maintenance/repair projects to extend the service life of these facilities.

Finally, one of our most notable achievements during this period was the completion of the Swiftwater Rescue Anchors project. The several hundred miles of open flood control channels throughout the County provide a critical public service, quickly moving stormwater from urban areas and nearby foothills to the ocean, protecting lives and properties. However, the fast moving water has been a great challenge for rescue teams who must save individuals who accidentally fall into these channels. To aid in their rescue efforts, we installed anchor bolts and slider devices at 120 strategic locations along these channels. The rescuers can now attach safety lines to these anchors when entering the channels, making the rescue more effective.

WATERWORKS AND SEWER MAINTENANCE

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Public Works administers and maintains five Waterworks Districts and the Marina del Rey Water System which serve 165,000 County residents. Our two Sewer Maintenance Districts serve over 2.5 million County residents in 44 cities and the unincorporated areas. During this biennium, 17 capital improvement projects valued at \$21.8 million were awarded to improve the waterworks' infrastructure. This included construction of three wells, five large reservoirs, recoating the interior of three reservoirs, seismically retrofitting 49 reservoirs, and replacing 46,000 feet of old and undersized water mains throughout the Districts. Most notable among these was the construction of a 1,000,000-gallon steel welded water tank in Pearblossom and the 10th Street West Transmission Pipeline Phase I Project which consisted of installing 11,000 feet of 36-inch-diameter and 5,300 feet of 24-inch-diameter steel water main in the City of Lancaster.

During this biennium, the Waterworks Districts completed the Antelope Valley Aquifer Storage and Recovery (ASR) project study. The study was a cooperative effort between the Waterworks Districts, the U.S. Geological Survey, and the Antelope Valley East Kern Water Agency. The study demonstrated the feasibility of storing treated surface water (drinking water) in the Lancaster groundwater basin during years when water is abundant and recovering it through well pumping when needed in dry periods. The Waterworks Districts have begun preparing the Environmental Impact Reports (EIR) for a full-scale ASR program in Lancaster.

We continued our efforts to ensure that the Districts' customers receive high water quality that exceeds Federal and State drinking water quality standards. These programs include water tank inspections, pipeline flushing, and daily water quality testing. Additionally, we prepared and distributed to each of our customers Consumer Confidence Reports which listed the concentrations of chemicals found in their drinking water.

Highlights of our continuing efforts to improve the quality of our services include providing water to victims of a land-fraud scheme in the Hi Vista area of the Antelope Valley, rerouting approximately 1,500 water consumer accounts to streamline meter reading, revising our billing program to recognize payments currently being processed, and reducing the number of Reminder and Final Notices.

Sewer facilities were also improved through the rehabilitation of 23 miles of deteriorated cement-pipe sewer lines, two sewer pump stations, and two wastewater treatment plants. In addition, 8,200 parcels covering 3,700 acres and including 81 miles of sewer lines were annexed to the Consolidated Sewer Maintenance District. Maintaining our high level of responsive sewer service without increasing charges continues to be a foremost priority.



SEWER MAINTENANCE

ENVIRONMENTAL ISSUES

Public Works has embraced its role as a "State leader" in environmental concerns. As a result of our expertise, we have been designated by County ordinance as the lead agency advising the Board of Supervisors on waste management issues. During this biennium, this expertise was put to use in industrial waste permitting and inspection of 6,000 businesses in the unincorporated area and 38 contract cities.

We operate six Garbage Disposal Districts, serving a population of approximately 360,000 within the unincorporated area, the City of Bell Gardens, and a portion of the City of Malibu. We are also responsible for regulating underground storage tanks in the unincorporated area and 76 cities. Since inception of the program in 1984, we have supervised the removal of 42,000 old tanks at over 14,000 sites and investigated over 5,000 unauthorized releases of fuels and other hazardous substances at tank locations. Further, we have issued 2,200 certificates of compliance for 5,500 fuel tanks that met Federal and State standards.



HOUSEHOLD HAZARDOUS WASTE ROUNDUP

As a State leader in solid waste issues, we also administer the Countywide Integrated Waste Management Plan and its Summary Plan and Siting Element. These two documents set diversion goals and strategies to secure disposal capacity for the County through the Year 2014, and discuss in-depth regional issues relating to solid waste management in the County.

Another of our primary environmental responsibilities is the development and implementation of waste diversion

programs for the County unincorporated areas to reduce the amount of waste disposed at landfills. These multi-faceted programs were recognized by the State in 1999 and 2000 through the Statewide Trash Cutter Award Program. The County is the only jurisdiction in the State to have received the award year after year. Through these programs, the unincorporated areas reduced the amount of waste sent to landfills by approximately 40 percent in 1999 (based on the most current information available) compared to the Year 1990.

Our Residential Recycling Public Education Program works with more than 100 waste haulers operating in the County's unincorporated areas to provide recycling collection service to single- and multi-family residences. During this biennium, the program assisted more than 2,000 apartment owners and managers to further enhance their recycling services. In 2000, we expanded the list of recyclable materials to be collected to include cardboard, junk mail, magazines, and telephone books in addition to paper, plastics, aluminum and metal cans, and glass. Through general public education and 13 demonstration centers, the Countywide Yard Waste Program has directly educated over 95,000 residents on how to reduce the amount of yard waste

disposed by composting, grass recycling, and establishing water-wise gardens. Additionally, over 75,000 Christmas trees are recycled by residents in unincorporated areas annually.

Under our Solid Waste Education/Awareness Elementary School Project, more than 400,000 students from 678 schools were reached during this biennium. This project is designed to educate children on the issues of reducing, reusing, and recycling waste; proper disposal of household hazardous waste; and stormwater pollution prevention through its school environmental assembly program. This project continues to receive outstanding reviews from school principals, teachers, corporate sponsors, and students. Secondary school students are also being engaged in the knowledge and development of solutions to solid waste issues through the "Generation Earth" Program. "Generation Earth" inspires teens to take responsibility for their local environment and become active, responsible consumers and citizens. "Generation Earth" has its own Internet website, available at <http://www.generationearth.com/>.

The Business Recycling Program, targeted to businesses in the unincorporated areas, has resulted in increased awareness by over 20,000 businesses of the cost savings available through recycling and waste reduction activities. Outreach efforts included over 4,000 free on-site waste evaluations to assist businesses in developing or expanding their individual recycling programs. This program also promotes the Los Angeles County Recycling Market Development Zone's low-interest rate loan program which encourages development of markets for recyclable materials. This program has its own Internet website, available at <http://www.businessrecycling.com/>. In addition, over 500 tons of telephone books were diverted from

landfills in conjunction with Pacific Bell, and with assistance from Los Angeles County libraries and various public and private entities who have provided sites for telephone book collection. County departments are doing their part as well by recycling over 2,000 tons of office paper annually through the County Departmental Recycling Program.



ENVIROMENTAL DEFENDERS

In order to assure the continued success of the

County's recycling efforts, stimulate markets for recycled-content products, and lead by example, we implemented innovative and creative procurement programs. In 2000, the County, in cooperation with the City of Los Angeles, implemented a cooperative program to allow all public agencies within the County to purchase 30 percent recycled-content bond paper at below-market price. Under this cooperative program, the two largest consumers of paper in Southern California — the County and City of Los Angeles — as well as



SMART GARDENING WORKSHOP

numerous other cities, combined their purchasing power and collectively saved approximately \$200,000 during the program's first year. Additionally, in 1999, the County issued a contract for the purchase of premium re-refined oil lubricants and extended it to all cities within the County. By using the County's large purchasing power, the County was able to lower the cost of re-refined oil products to be cost competitive with virgin products and significantly less than the cost of what other agencies were paying for the same virgin products.

In 2000, our materials exchange Internet website, LACoMAX (Los Angeles County Materials Exchange), available at <http://www.lacomax.com/>, was further enhanced to create an electronic "marketplace" where businesses and people with usable scrap or waste materials available for free or for sale can connect with those who want such materials. Its goal is to conserve landfill space by increasing the reuse of unwanted but usable materials.



One hundred fifteen Household Hazardous Waste Roundups and over 40 Hazmobile (mobile hazardous waste collection vehicles) events were conducted during this biennium, collecting more than 10,000,000 pounds of hazardous materials for proper disposal. Extensive community outreach on the Household Hazardous Waste Program included public-private partnerships for advertising and promotional items; cooperation with cities, other public agencies, and nonprofit/environmental organizations; and information materials printed in five languages. The Countywide Environmental Information Hotline, 1-888-CLEAN LA, continues to provide residents with a 24-hour source of information on recycling, composting, proper disposal of household hazardous waste, used oil recycling, stormwater pollution prevention, illegal dumping, and other environmental issues. To increase convenience to residents, in 1999, we launched the Los Angeles County Environmental Resources site, <http://www.888CleanLA.com/>, to provide a one-stop site where the County's various solid waste, stormwater, and other environmental resource programs can be found.



Public Works is responsible for ensuring public safety through enforcement of the County Building Codes. During this biennium, development and building activities continued at a robust pace. For the County's unincorporated area and our 17 contract cities, we reviewed approximately 43,500 permits with a construction value of \$3.37 billion. This is more than a 27 percent increase over the valuation of permits in the previous biennium.

Our Property Rehabilitation Program, continues to grow with increased public awareness of the importance of property maintenance and code enforcement. This program addresses unsightly, unsafe, or unhealthy conditions caused by substandard properties and buildings and code violations. A new element in this effort has been the use of Nuisance Abatement Teams (NAT). The NAT concept brings the multiagency approach to code enforcement, with several County agencies participating in this coordinated effort. More than 6,000 complaints were received and investigated under this combination of programs, resulting in the clean up or repair of more than 2,700 substandard properties/code violations.



DEPARTMENT OF HEALTH SERVICES HOLLYWOOD — WILSHIRE HEALTH CENTER

CAPITAL PROJECTS

Responsibility for the County's capital projects continues to be both a high-profile and high-priority function since their assignment to us by the Board of Supervisors in 1995. Between 1999 and 2001, our project management staff have managed over 150 capital projects for various County departments and agencies who contract with us for these services. The planning, design, and construction of these projects during this biennial period were valued at over \$1.8 billion.

Major projects completed over the biennium include seismic upgrades to the Harbor-UCLA Hospital Tower; Phase I of the State-mandated Senate Bill 1953 Seismic Retrofit Program for all six County medical centers; Phase III of the Castaic Sports Complex involving construction of a 14,500-square-foot gymnasium building and outdoor facilities; construction on the Deane Dana Friendship Park Project including a 4,000-square-foot nature center; and construction and occupancy of the Airport Courthouse. Also completed were renovation and reconstruction of the Hollywood Bowl-Stage/Shell Improvement project; parking lot and entry way renovation at the John Anson Ford Theater; installation of an impressed cathodic protection system to the Marina del Rey Seawall, which sends an electrical impulse to the Seawall to prevent corrosion; assessment and development of the El Pueblo area; and construction on the Antelope Valley and Chatsworth courthouses. We also undertook renovation of the East Los Angeles Civic Center, which includes construction of a pedestrian mall, plaza, and additional parking lots, and design for renovation and improvement of the Public Works Headquarters parking lot as a demonstration of simple and economical methods to create a safe, functional parking lot of high aesthetic quality, which also complies with the Standard Urban Stormwater Mitigation Plan requirement approved by the Regional Water Quality Control Board.

We have also completed a major renovation and improvement project at Hancock Park. Other park improvements and new gymnasiums were completed at Castaic Sports Complex, East Rancho Dominguez Park, Steimartz Park, and City Terrace Park. Similar improvements for Pamela Park and Jackie Robinson Park are now under construction. We also continued with our role of owner's representative and project manager on



HOLLYWOOD BOWL SHELL/STAGE IMPROVEMENT PROJECT



HARBOR — UCLA MEDICAL CENTER

behalf of the Chief Administrative Office for the Walt Disney Concert Hall Construction project, the Grand Avenue Pedestrian Improvement project, and the Grand Avenue/Concert Hall Chilled Water Line project.

One of our major design projects during this period was the complete renovation of the 30,000 square foot Hollywood Wilshire Health Center to accommodate the Los Angeles Free Clinic and the existing County Health Center. Also completed were numerous American with Disability Act (ADA) renovations projects, which cost over \$1,000,000 in combined construction fees for Internal Services Department. Additionally, during the biennium, the Board adopted a policy developed we developed with the Chief Administrative Office to evaluate buildings being considered for lease or purchase. As part of these evaluations, our structural engineers examine building structural systems and ADA accessibility. Since its initiation in November 1999, we have reviewed 117 buildings.

Other major design review projects consisted of the Walt Disney Concert Hall, Hollywood Bowl renovation, West San Fernando Valley Courthouse, and the Antelope Valley Courthouse.

Recovery of facilities damaged by the 1994 Northridge Earthquake continue to be addressed by our Capital Projects staff. Of the 737 projects, 325 projects were completed over the past two years, bringing the total completed to 661 at a cost of \$264 million; 46 projects are in the design phase and 33 are in the bid and award or construction phases. The projects range from minor to extensive structural and architectural repairs to building demolition and replacement. Notable projects completed in the last year include the repair of Central Juvenile Hall, Administration Building 4, and the replacement of San Fernando Health Center and Mid-Valley Comprehensive Health Center. More than \$328 million in funding has been received or committed from FEMA, Community Development Commission, and insurance carriers. Thirteen large complex projects remain on hold due to insurance, litigation, or other issues.



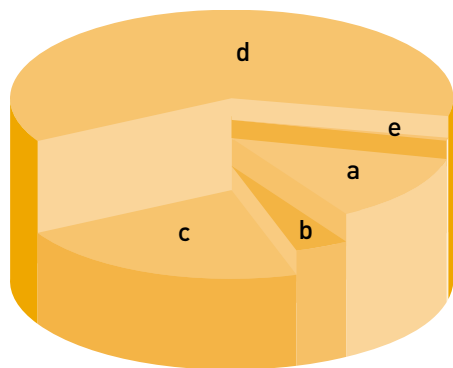
WALT DISNEY CONCERT HALL

FINANCIAL PERSPECTIVE

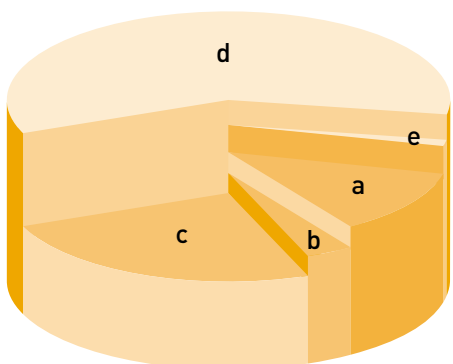
Public Works has an annual operating budget of approximately \$900 million. This budget is composed of 134 separate funds that finance approximately 600 operating programs. Over 99.5 percent of revenues are restricted to specific uses. This leaves approximately \$4.42 million annually (less than one-half of one percent) of unrestricted funding to implement Board of Supervisors' defined critical services and needs. Significant costs were incurred during this biennium as a result of the Year 2000 preparation measures, upgrades and replacement of non-compliant equipment/software, and staffing of the Department's Operations Center and essential facilities during the 1999-2000 New Year's weekend.

In our focus to be the low-cost provider of quality public works services, we continue to search for innovative yet cost-effective work methodologies. Employees are rewarded for finding economical solutions to problems, as witnessed by the Department's Employee Suggestion Awards Program's receipt of 80 suggestions during the biennium, which amounted in a savings of \$217,356 (including estimated and accurate savings amounts) and revenue of \$50,453 over the two-year period. We continue to look to such inventiveness to help achieve a proper balance between staff resources and outsourcing opportunities.

REVENUE SOURCE (in millions)	FY 1999-2000	FY 2000-2001
TAXES	\$103	\$112
INTEREST, RENTS & ROYALTIES	\$30	\$35
INTER-GOVERNMENTAL	\$215	\$194
CHARGES FOR SERVICES	\$511	\$547
MISCELLANEOUS	\$10	\$5



a	TAXES	\$103
b	INTEREST, RENTS & ROYALTIES	\$30
c	INTER-GOVERNMENTAL	\$215
d	CHARGES FOR SERVICES	\$511
e	MISCELLANEOUS	\$10



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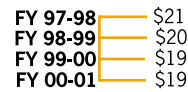
ALLOCATION OF RESOURCES (in millions)

PER FISCAL YEAR

ROADS AND HIGHWAYS



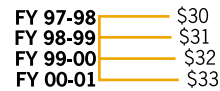
LIGHTING DISTRICTS



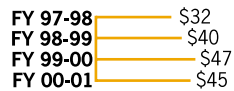
FLOOD CONTROL & DRAINAGE



DEVELOPMENT REGULATION



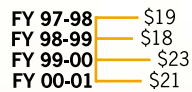
WATER SYSTEMS



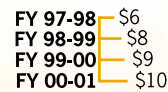
SERVICE FOR OTHERS



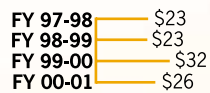
SEWER SYSTEMS



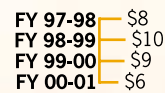
CAPITAL PROJECTS



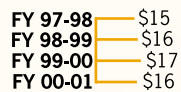
WASTE MANAGEMENT



MISC - GENERAL AVIATION



TRANSIT SYSTEMS



MISC - BIKEWAY PATH



ALLOCATION OF RESOURCES	FY 97-98	FY 98-99	FY 99-00	FY 00-01
TOTAL	\$546	\$579	\$819	\$641

DURING THIS BIENNIUM A WORKLOAD SAMPLING

AVIATION

Number of aircraft based at Public Works' airports: **1,900**

Number of airport takeoffs and landings: **1.4 million per year**

Number of gallons of aviation fuel sold: **2.5 million per year**

ROADS AND TRANSPORTATION

Miles of road resurfaced: **372**

Miles of road treated with slurry: **654**

Approximate number of potholes repaired annually: **37,189**

Miles of curb swept: **373,099**

Miles of curb painted: **197**

Miles of pavement striping maintained: **3,661**

Square feet of pavement markings maintained: **2.5 million**

Traffic signs maintained: **180,000**

Highway safety light locations maintained: **1,400**

Number of signalized intersections maintained: **1,497**

Public requests for new traffic controls investigated: **2,600**

Number of traffic congestion mitigation projects implemented: **250**

Accident investigations to improve traffic safety: **725**

Highway tunnels for which Public Works maintains lighting: **9**

Street name signs replaced in unincorporated territory: **98 percent**

Trees trimmed as part of road maintenance: **83,620**

Number of Records of Survey examined and filed: **937**

Number of Corner records examined and filed: **3,340**

FLEET OPERATIONS

Number of automobiles and trucks required for Public Works' operation: **1660**

Miles traveled per year by Public Works' fleet: **22 million**

Value of fleet: **\$126 million**

FLOOD CONTROL AND WATER CONSERVATION

Number of main dams operated and maintained: **15**

Number of crib dams operated and maintained: **229**

Miles of channels maintained: **494**

Miles of storm drains maintained: **2,616**

Number of spreading grounds operated and maintained: **28**

Seawater barrier projects: **3**

Debris retention facilities: **132**

Debris retaining inlets: **178**

Groundwater recharge facilities maintained: **27**

Conserved acre-feet of stormwater: **423,264**

PROPERTY ACQUISITION

Property appraisal reports: **268**

Value of appraisals: **\$379 million**

Units of Title Examination work completed: **3,084**

American Public Works Association Technology Award

1999 Geofoam Remediation of Hume Road

Association of Visual Communicators Distinction Award

2000 Environmental Defenders

Association of State Dam Safety Officials' Western Regional Award of Merit

1999 Outstanding Contribution to Dam Safety

California Department of Transportation Excellence in Transportation Award

2000 Geofoam Remediation of Hume Road

California Integrated Waste Management Board's Trash Cutters Award

1999 County Departmental Recycling (Honorable Mention)
Countywide Yard Waste Management (Honorable Mention)
Environmental Defenders (Honorable Mention)
Generation Earth (Honorable Mention)
Residential Recycling (Honorable Mention)
SmartBusiness Recycling (Honorable Mention)
Waste Tire Management (Plaque)

2000 County Departmental Recycling (Plaque)
Countywide Yard Waste Management (Honorable Mention)
Environmental Resources Website (Honorable Mention)
Generation Earth (Honorable Mention)
Household Hazardous Waste Partnership (Honorable Mention)
Procurement (Plaque)
Residential Recycling (Plaque)
SmartBusiness Recycling (Honorable Mention)
Waste Tire Management (Honorable Mention)

California State Association of Counties Merit Award

2000 Geofoam Remediation of Hume Road

International Association of Web Masters and Designers Golden Web Award

2000 Environmental Resources Website

National Association of Counties Achievement Award

2000 EarthJam: Kids Conference on the Environment
Digital Submission Ordinance

Los Angeles County Productivity and Quality Grand Award

1999 Los Angeles Regional Uniform Code Program

AWARDS

Los Angeles County Productivity and Quality Top Ten Award

1999 Developer Fee Program for Library Facilities (in conjunction with the Public Library, Regional Planning, and County Counsel)

Precise Database/GIS Map Base (in conjunction with the Office of Assessor)

2000 Los Angeles River Master Plan Digital Mapping

Los Angeles County Productivity and Quality Enhanced Plaques

1999 Electric Vehicle Awareness

Geofoam Remediation of Hume Road

2000 Household Hazardous Waste Partnership

Waste Tire Management

Los Angeles County Productivity and Quality Plaques

1999 Safety Program at Morris Dam

2000 Alternative to Reinforced Steel Testing

GIS Pollutant Loading Model

Project Pollution Prevention

Los Angeles County Productivity and Quality Million-Dollar Club Award

1999 Precise Database/GIS Map Base (in conjunction with the Office of Assessor)

Los Angeles County Productivity and Quality Public Image Enhancement Award

1999 EarthJam: Kids Conference on the Environment

2000 Household Hazardous Waste Education Partnership

Los Angeles County Board of Supervisors Recognition

1999 4th Place Overall, March of Dimes WalkAmerica Campaign

Highest Percentage of Participation, American Red Cross Blood Donation Campaign

Highest Percentage of Participation, Charitable Giving Campaign

2000 4th Place Overall, March of Dimes WalkAmerica Campaign

Highest Percentage of Participation, American Red Cross Blood Donation Campaign

Highest Percentage of Participation, Charitable Giving Campaign

Public Relations Society of America - Los Angeles Chapter PRISM Award

1999 EarthJam: Kids Conference on the Environment

Solid Waste Association of North America's School Curricula

Excellence Silver Award

1999 Generation Earth

Telly Award

2000 Environmental Education

United States Treasury Patriotic Service Award

1999 Savings Bond Campaign

2000 Savings Bond Campaign



COUNTY OF LOS ANGELES VISION

Our **purpose** is to improve the quality of life in the County of Los Angeles by providing responsive, efficient, and high quality public services that promote the self-sufficiency, well-being and prosperity of individuals, families, businesses and communities.

Our **philosophy** of teamwork and collaboration is anchored in our shared values:

- responsiveness
- professionalism
- accountability
- compassion
- integrity
- commitment
- a can-do attitude
- respect for diversity

Our **position** as the premier organization for those working in the public interest is established by:

- a capability to undertake programs that have public value,
- an aspiration to be recognized through our achievements as the model for civic innovation,
- a pledge to always work to earn the public trust.



BIENNIAL REPORT

[1999-2001]

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